PERFORMANCE MANAGEMENT AND RECRUITMENT IN PRIVATE SECTOR

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Abstract
Performance Management is known as a process by which organizations align their resources, systems and employees to strategic objectives and priorities. It includes activities which ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product or service, as well as many other areas. It is a strategic and integrated approach to increase the effectiveness of companies by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors.

Recruitment (hiring) is a core function of human resource management. It is the first step of appointment. Recruitment refers to the overall process of attracting, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organization.

The main purpose of this paper is to discuss the process of performance management and recruitment in companies. It mainly focuses on human resource activities done in a company as part of performance management process in a company.

In this paper performance management and recruitment processes in Infosys Ltd are mainly focussed. Infosys is a global leader in technology services and consulting. Infosys provides business consulting, technology, engineering and outsourcing services to help clients in over 30 countries build tomorrow's enterprise. Infosys has a global footprint with 68 offices and 70 development centers. It recruits lakhs of employees every year. The performance management system of the company involves mainly three processes. They are performance planning, constant communication of performance and performance appraisal meetings. This process involves planning of required performance by analysis of job and setting goals to employees. Then, these goals are constantly communicated to employees and performance is evaluated and discussed in performance meetings. Training and development is a process of performance management. It focuses on motivating the employee to increase his efficiency and align his goals with organisational goals.

Introduction

Infosys provides business consulting, technology; engineering and outsourcing services to help clients in over 30 countries build tomorrow's enterprise. Infosys has a global footprint with 68 offices and 70 development centers in US, India, China, Australia, Japan, Middle East, UK, Germany, France, Switzerland, Netherlands, Poland, Canada and many other countries. Infosys helps companies derive the measurable business value that they have always been looking for from business and IT investments. The company delivers measurable business value in 3 ways:

1. Transform: Infosys can transform the fundamental shape of your business P&L. Regardless of which team our clients engage with; the company has a best-practice process for delivering value. In Infosys it is called IMPACT - to ensure a clear line of sight from process change to bottom-line impact, ensuring that you receive the business value you were promised.

2. Optimize: Beyond transformation and innovation, it boils down to execution - delivering on time, on budget and "on value". Infosys can optimize clients' core operations to drive best-in-class efficiency and help fund the transformation and innovation.

3. Innovate: Infosys can inject a level of product and service innovation into clients' business to create new revenue opportunities through collaboration and co-creation. The foundation of its innovation capability is our core lab network - Infosys Labs - and the new thinking that our team of over 600 researchers brings to the table.

The Vision and Mission of Infosys are:
Vision: "We will be a globally respected corporation."
Mission: "Strategic Partnerships for Building Tomorrow's Enterprise."
Employee recruitment: Recruitment (hiring) is a core function of human resource management. It is the first step of appointment. Recruitment refers to the overall process of attracting, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organization.

The global employee count of Infosys stands at 1,94,044 as on March 31, 2016, and covers over 129 nationalities. The percentage of women employees is 35.6%. Being an equal opportunity employer, we do not mandate the disclosure of disability at the time of recruitment. The number of employees who have voluntarily disclosed their disability status and the nature of disability stand at 161.

The employee distribution across region and gender over the last three years is as follows:

Region	As on March 31,2016			As on March 31, 2015			As on march 31,2014		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
India	1,11,468	61,173	1,72,641	1,03,541	55,106	1,58,647	95,267	48,854	1,44,121
APAC	4,228	3,143	7,371	3,374	2,765	6,139	2,879	2,633	5,512
Americas	5,900	2,412	8,312	4,431	1,737	6,168	4,177	1,594	5,771
EMEA	3,332	2,388	5,720	3,017	2,216	5,233	2,910	2,091	5,001
Total	1,24,928	69,116	1,94,044	1,14,363	61,824	1,76,187	1,05,233	55,172	1,60,405

Objectives of Study
The main aim of the paper is to study
- The process of performance management in Infosys Ltd.
- The recruitment process in Infosys Ltd
- Number of employees recruited by Infosys Ltd every year by analysing the data using SPSS (Statistical Package for Social Sciences) software.

Research Methodology
The study of performance management and recruitment in Infosys Ltd. is mainly based on secondary sources of data. Secondary sources of data include both Internal sources of data like recruitment records and External sources of data like previous articles, magazines, research papers, journals, official website of Infosys Ltd.

Recruitment in Infosys Ltd
Number of people employed by Infosys from 2010 to 2016

Year	No. Of Employees
2011	130820
2012	149994
2013	156688
2014	160405
2015	176187
2016	194044

Performance Management and Its Functions in Infosys
The types of employees in Infosys are divided into two catalogues: regular employee and contractor. Thus, performance management in Infosys has two different management methods for regular employees and contractors. Infosys' definition for Performance Management is that performance management is a constant, on-going process of communication.

There are three aspects in Infosys' performance management:
1. Performance Plan: In this part, managers and employees reach a consensus on following questions:
What should employees do?
How should work be completed?
Why this work item should be done?
When should this work item be done?

Other relevant questions: working environment, capability, career prospects, training etc.

During this process, managers and employees constantly communicate about above questions, and eventually sign on the records of their communication, and use it as the performance goals of the employees. These performance goals are the base of the whole performance management and performance measurement; thus they play a pivotal role in performance management. The process of setting performance goals usually takes a quarter of the year

2. Constant Communication of Performance: Communication should be through the whole process of performance management. Only once or twice communication between employees and managers are far from enough, and it does not obey the principles of performance management. As Montana & Charon (2008), a business can flourish when all objectives of the organization are achieved effectively. For efficiency in an organization, all the people of the organization must be able to convey their message properly.

3. Performance Appraisal Meeting: Infosys' performance appraisal meeting is highly efficient, and it is normally held within an hour when all managers get together to discuss yearly performance evaluation. It mainly includes four aspects:

1. Employees' self-evaluation;
2. Reaching a consensus on employees' performance, according to facts instead of impressions;
3. Deciding performance levels;
4. It is not only to evaluate employees; it is also a good opportunity to solve problems.

Integration of Performance Management and Training and Development in Infosys: In Infosys, Performance Management and Training and Development are closely linked. The company creates a computer-based system to manage performance and career development of staff. It is easy for managers to see at what level the employee is currently performing and what kind of training the employee needs to take. This system also helps with a staff training and development strategy to enable employees to help them progress to the top level possible in their current job. It can also provide guidance about the possibility of further training and/or mentoring to assist them to develop their career within the organisation.

In Infosys, training and development can also be view from these three parts:

1. Training: This activity is both focused on the job tasks that an employee currently handles. It is usually conducted through the form of classroom training, on-the-job training, and competition in Infosys.
2. Education: This activity focuses upon the jobs that an employee may potentially handle in the future. Infosys provides books and self-pace learning courses for such activity, and employees have more flexibility to study on their own paces and they can choose to learn during work time or at weekends.
3. Development: This activity focuses on the activities that the organization employing the individual. In Infosys, every new employee needs to attend the 'New Hire Orientation Development Program' within the first three month after they are employed by the company. Such activity helps new employees know about the corporate culture, policies, dress code and so on and so forth.

At the end of each year, Infosys holds several lectures to summarize the whole training and development programs in the passing year, identifying any problems and figuring out solutions to these problems. This helps HR department better plan next year's training programs, thus helping the company achieve its short-term and long-term strategic goals.

Conclusion
Performance management is a much broader and a complicated function of HR, as it encompasses activities such as joint goal setting, continuous progress review and frequent communication, feedback and coaching for improved performance, implementation of employee development programmes and rewarding achievements. The process is indispensable and very important for an organization as it is concerned with establishing a culture in which the individuals and teams can excel by continuously improving in terms of skill sets and the business processes. T-test in SPSS is applied for data of number of employees recruited every year in Infosys Ltd.

References
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3. https://www.statista.com/statistics/328288/employees-at-infosys/
4. https://www.ukessays.com/essays/business/report-on-performance-management-system-at-infosys-business-essay.php

Data Analysis Using SPSS Software
Null Hypothesis:-There is no significant difference between test value and average mean.
Data view in SPSS

	YEAR	NO.OF EMPLOYEES
1	2011	130820
2	2012	149994
3	2013	156688
4	2014	160405
5	2015	176187
6	2016	194044

Variable view in SPSS
Level of significance-95%-0.05

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
1	YEAR	Numeric	12	0		None	None	12	Right	Scale	Input
2	NO.OFEMP...	Numeric	12	0	NO. OF EMPL...	None	None	12	Right	Scale	Input
3											

Output in SPSS

→ **T-Test**

[DataSet1]

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
NO. OF EMPLOYEES	6	161053.00	21700.940	8859.250

One-Sample Test

	Test Value = 150000					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
NO. OF EMPLOYEES	1.277	5	.258	11353.333	-11504.51	34217.18

- First table tells us the descriptive statistics number of samples, mean of samples , standard deviation and standard error mean of given samples.
- Second table helps us to find whether the mean of our sample is significantly different from test value i.e, 150000 or not.
  We have t score = 1.277. This gives the information of how many units our score is away from the average score
  Here df=5 which is (no. of samples -1)
- If the Sig. (2-Tailed) value is greater than 0.05 in the result…
  We can conclude that there is no statistically significant difference between your mean and test   value
- If the Sig. (2-Tailed) value is less than or equal to 0.05 in the result…
  We can conclude that there is a statistically significant difference between your mean and   test value

Here Sig. (2-Tailed) value is 0.258 which is greater than 0.05 so there is no statistically significant difference between mean and test value.

- Here, we used 95% confidence level. This tells us what kind of difference we can expect from population
  In this case, we are 95% sure that our average is at least 11504.51 points below 150000 and at most 34217.18 points above 150000.

Result
Here there by we can conclude by T-test that there is though the difference between test value and average of samples, there is no statistically significant difference between the them.